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Advisory Committee on Voluntary Foreign Aid:

Case Studies:

Democratic Governance and Economic Growth Integration

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USAID/A/AID
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Introduction



July 1, 2008

The Advisory Committee on Voluntary Foreign Aid (ACVFA) was invited by USAID in February 2007 to provide to agency leadership feedback and recommendations regarding the U.S. foreign assistance reforms.

Two areas of the Committee's recommendations addressed economic growth and governing justly and democratically. Presented for draft discussion at the ACVFA's Spring 2007 public meeting, the papers were finalized in July 2007.

It is the Committee's belief that greater integration of USAID's democratic governance and economic growth programs would enhance their implementation and the overall goals of development. As a result, the ACVFA's February 28, 2008 public meeting was a forum on creating greater synergy between these two sectors, focusing on both USAID's programs as well as cutting-edge partnerships.

Based on the positive response received at the February meeting, the Committee is pleased to present the following case studies highlighting the "real world" integration of economic growth and democratic governance programs. Representing a variety of sectors and a diverse group of countries spanning Latin America, Europe, Asia, Africa, and the Middle East, the studies reflect the various facets and benefits of program integration.

The ACVFA would particularly like to thank ACDI/VOCA, America's Development Foundation, the Center for International Private Enterprise, Communications Cooperative International, Land O'Lakes International Development, and Research Triangle Institute for their contributions. In addition, we would like to acknowledge the editing prowess of Johanna Fernando and Caroline Scullin of CIPE and Drew Cleveland, an ACVFA intern, who oversaw this project at its inception. The ACVFA welcomes feedback as continued engagement will enhance the success of future programs.

The Advisory Committee on Voluntary Foreign Aid



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Case Studies

Democracy That Delivers

Expanding Economic Opportunity in Peru, 1984–1996

Challenge

In the early 1980s, millions of poor Peruvians needed access to public institutions that would give them legal identity and legal recognition of their property and businesses. Gaining legal recognition was essential to the participation of these Peruvians in the formal market economy. The Institute for Liberty and Democracy (ILD), founded by Hernando de Soto, helped Peruvians voice this need for property rights so they could escape the trap of informality and prosper under the rule of law.



Peru: A woman receives the title to her home at a ceremony in Peru.

Initiative

The Center for International Private Enterprise supported ILD as it publicized the costs of informality and demonstrated that the poor themselves are part of the solution. ILD succeeded in convincing the Peruvian Government to establish an Office of the Ombudsman, which received complaints about people's difficulties in gaining formal ownership of their homes and businesses. ILD also prompted government initiatives and laws to issue property titles to the poor, register small businesses, and simplify numerous administrative requirements. These reforms gave the poor a stake in society.

USAID provided principal funding for ILD's programs. CIPE supported ILD's advocacy initiatives with funding from the National Endowment for Democracy.

Impact

- 8.5 million poor Peruvians now legally own their real estate assets (as of 2007)
- 1.7 million urban real estate assets were formalized; the net value of these assets has increased by \$2.9 billion
- 382,100 businesses – belonging mainly to the poor – were formalized
- Newly formalized businesses created 554,000 new legal jobs and paid \$7.8 billion in additional taxes
- The Shining Path terrorist movement was deprived of popular support

Expanding Small Business Participation in Reform

Egypt SME Advocacy Capacity Strengthened, 2007-2009

Challenge

One of the key challenges for Egypt's small and medium-sized enterprise (SME) community is to increase its participation in reform, advance their interests and expand participatory governance. SMEs employ nearly 66 percent of the non-agriculture labor force in Egypt and are a significant economic force. Despite this, their voice is heard in the reform process.

Initiative

America's Development Foundation (ADF)'s two-year Small Business Association Advocacy Initiative works with 26 small businesses associations (SBAs) to help them conduct more effective advocacy with the goal of more fully engaging small business in Egypt's political reform and democratic governance efforts. With better advocacy and networking skills, SBAs:

(1) participate more effectively in public decision-making; (2) undertake local, regional, or national advocacy campaigns on issues of importance to SMEs and that contribute to needed political reforms; and (3) build stronger regional and national SBA networks to serve as focal points for action and for enhancing participation of the SBA community in Egypt's political arena.

To date, ADF has built the capacity of 19 SBAs from 15 governorates by providing training, technical assistance, and a forthcoming online networking site and resource databank. ADF is providing small grant support for 17 SBA advocacy campaigns.



Egypt: Team-building among SBAs at ADF Egypt.

Impact

- 17 campaigns are being conducted across Egypt by SBAs with improved advocacy skills. Campaigns will improve women's economic situation, develop policies for youth employment and occupational health and safety, and establish a process for regular government-SME interaction.
- SBAs in Egypt have a stronger, united voice in the reform process.

These reforms will lead to an improved business development environment for entrepreneurs and small business owners. As important, stronger civic awareness among SBAs, combined with more interaction and partnerships among SBAs and between SBAs and local and national government bodies, will produce greater government responsiveness and dialog and hasten reform.

**This program is funded by USAID **

Ethiopian Coffee Cooperatives

An Ancient, Indigenous Crop Takes on New Value

1999-2004

Challenge

Ethiopia – the birthplace of Arabica coffee – grows a wide variety of highly differentiated, exemplary coffees, most of which are produced by smallholder farmers and are shade-grown without chemical inputs.

In 1999, the challenges to the coffee industry seemed overwhelming: poor processing resulted in low and inconsistent coffee quality, export sales were regulated through a national auction that mixed coffees from different locations, investment in production and processing and loan funds for marketing were unavailable, coffee cooperatives were institutionally and technically weak, and lack of market understanding resulted in a concentration on quantity rather than quality.

Initiative

ACDI/VOCA helped the country's statist cooperatives reorganize, hire professional managers, expand access to credit, and secure bulk input and marketing deals. ACDI/VOCA has helped cooperatives representing 150,000 growers improve quality and, in many cases, obtain Fair Trade certification.

New cooperatives, especially four powerful second-tier cooperative unions, helped farmers attract a higher price and a bigger share of the price. The cooperatives gained licensed export authority, thus bypassing the government's central auction to make high-margin direct sales.



Ethiopia: "Without cooperatives," said Asnake Bekele, general manager of the Sidama union, "Ethiopian growers would be out of the market."

Impact

- In 2004, \$1.63 million was paid to the producers in dividends.
- In 2005, in an internet auction of top co-op coffees run by the ECafe Foundation and supported by ACDI/VOCA, the average price paid to growers was \$3.22 per pound – \$1.30 more than the market price.
- Shirkina sun-dried coffee produced by the Fero Cooperative was Starbucks' eighth Black Apron Exclusive®. Its retail price was over \$25 per pound.

This program was funded by USAID



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Zambia Dairy Cooperatives

Improving Business Opportunities for Farmers

1996-2003

Challenge

Small-scale Zambian farmers were traditionally served by government-sponsored, highly subsidized cooperatives that were disbanded in the shift to a market economy. Land O'Lakes (LOL) worked in Zambia to introduce agricultural cooperatives, which are now an example of catalyzing economic growth and investment in a former socialist economy.

Initiative

To enhance productivity and increase farm incomes, in 1996, LOL began to establish self-managed farmer-owned cooperatives to source inputs, diversify, and market crops.

The program worked with local staff, who undertook intensive, community-based training to build production, business, financial, and organizational skills among cooperative members. Local trainers and a strong field presence allowed loan distributors to know and trust individual farmers. The cooperatives have helped farmers access credit for inputs, with excellent repayment rates.

Independent cooperatives continue to grow: today, members have formed 371 primary cooperatives (called rural group businesses) and 97 secondary cooperatives (called depots-associations).



Zambia: Agricultural cooperatives have catalyzed economic growth.

Impact

- During the 2002 and 2003 drought, secondary cooperatives doubled maize and legume yields for 30,000 farmers.
- Participating groups increased their collective income by \$1.8 million over five years.
- 14,000 farmers have adopted conservation farming practices, allowing them to move away from subsistence farming and increase yields for maize, sunflower, and soya.

This project was funded by USAID



Assisting Local Governments

Effective Management In A Transitioning Indonesia

2001-2005

Challenge

In the late 1990s, Indonesia's economic crisis, resentment against central control of local resources, and the impracticality of a central system in an ethnically diverse and geographically spread-out country, led Indonesia to initiate an ambitious decentralization program in response to calls for more democratic participation in governance processes.

Initiative

The Performance-Oriented Regional Management (PERFORM) project supported the Government of Indonesia's implementation of the decentralization program. PERFORM worked in 80 districts throughout the country to develop participatory planning and budgeting mechanisms. Research Triangle Institute (RTI) prepared participatory development plans, introduced performance-based budgeting, and improved intergovernmental transfers and tax policy.

For many Indonesian local governments, this was their first experience in developing and implementing local economic growth priorities.

This project was funded by USAID



Indonesia: RTI and the Ministry of Home Affairs lead a conference on regional governance for local and regional government and civil society participants.

Impact

- PERFORM and Ministry of Finance recommendations were incorporated into national law guiding local taxes and user charges, creating more open local business environments.
- Public-private dialogue was initiated in 80 local government jurisdictions, addressing economic development planning and implementation. Such cooperation was virtually non-existent prior to decentralization.

Providing Local Governance Support in Indonesia 2005-2009

Challenge

During Indonesia's long period as a centralized state, local governments had little authority to plan based on community needs, raise and manage local revenues, or develop and execute local budgets. With decentralization, local governments have been required to rapidly expand their role. However, not all municipalities were prepared for the challenge.

Initiative

Through the Local Governance Support Project (LGSP), RTI is working with stakeholders in 75 localities across Indonesia to help them adapt to their expanded roles in core governance areas. Local stakeholders have identified a number of key priorities, including small and medium-sized enterprise (SME) business development services, more efficient and supportive SME regulation, and microfinance services for SMEs.

LGSP helps improve management systems and service delivery, and encourages service providers to leverage limited local government resources. LGSP works to ensure that improved practices are adapted to local government planning and budgeting cycles, built into performance management and evaluation systems, and made available to other local governments in Indonesia through documentation of best practices.



Indonesia: LGSP helps local governments adapt to their expanded roles in core governance areas.

Impact

- The Kediri and Enrekang regions created procedures for a stakeholder forum to identify target groups, design transparent eligibility criteria, and provide SME business management support services.
- Local governments in Kediri and Enrekang have made their operations more transparent and shared governance decisions with stakeholders.
- Business clinics in Jeneponto and Tebing Tinggi regions assist the local SME community with business development, marketing information, consultation, and advocacy.

This project was funded by USAID



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Emphasis on Entrepreneurship

Adding New Voices in Montenegro, 1999-2005

Challenge

The collapse of the former Yugoslavia left Montenegro in need of reforms to restart a post-socialist, post-Milosevic, war-torn economy. New business creation was an obvious solution to address high unemployment. Yet entrepreneurs were discouraged by a maze of regulations, limited access to credit, and high taxes. Entrepreneurs needed better information and a voice in the policymaking process. With support from the Center for International Private Enterprise (CIPE), entrepreneurs became a stronger and better-organized constituency for reform.

Initiative

The Center for Entrepreneurship and Economic Development (CEED) assisted emerging entrepreneurs by providing consulting services and advocating for reduced barriers to doing business. These efforts created a pool of new members for the young Montenegro Business Alliance (MBA). CEED helped establish the MBA in cooperation with CIPE to unite Montenegro's diverse business community. The MBA has since become the leading voice of business in Montenegro and is reshaping the policy scene with its annual business agenda campaign.

This program was funded by USAID



Montenegro: Petar Ivanovic of CIPE Partner the Montenegro Business Alliance accepts the ASAE's 2004 Make a Better World Award.

Impact

- Over 940 businesses and 5,780 jobs created
- Cost to register a business cut from \$5,000 to just \$1; over 15,000 entrepreneurs registered
- CEED and the MBA positively influenced the passage and implementation of eight key laws that define the economic environment
- The Montenegro Business Alliance grew from 10 founding members to more than 450 dues-paying members representing 30 percent of Montenegro's GDP
- Re-established business ties between Montenegro and former trade partners in Kosovo, Serbia, Albania, Croatia, and Bosnia



Center for International Private Enterprise

Polish Telecommunications Cooperatives

Improving Business Environment and Local Service

Challenge

With the election of Lech Walesa in 1989, the Solidarity-led government launched a grassroots effort to rectify 40 years of neglect by bringing telephone services to rural areas. At that time, the rural areas of Poland had fewer than 2.4 phones per 100 homes. Just as telecommunications cooperatives have been instrumental in the development of rural America, they can help developing countries overcome obstacles as they transition to a market economy. The Communications Cooperative International introduced the first independent telecommunications cooperatives to Poland to address this issue.

Initiative

Within three years of the project's commencement, the cooperatives became profitable and today serve 18,000 rural residents and businesses. These model cooperatives were the first independent telecommunications cooperatives in Poland and led the way for the development of 44 independent systems. Telecommunications cooperatives have become a vital element of community building, business formation, and job creation.

Telecommunications cooperatives have led the way in filling other community needs such as establishing wastewater treatment plants, village natural gas systems, and recreation facilities.

This project was funded by USAID



Poland: Telecommunications services are now widely available in rural areas due to the success of telecommunications cooperatives.

Impact

- 40 villages, 445 private businesses, and 67 public sector service providers now receive service from the Tyczyn cooperative.
- 33 villages, 171 businesses (including 30 local cooperative businesses and farm banks), and an international regional airport now receive service from the WIST cooperative.
- 70,000 customers of the Alfred Drinking Water Bottling plant (a Tyczyn member) receive better services because they can place orders for home delivery by phone or the internet.



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Opening Doors in Romania

Raising Business Performance, 2000–2003

Challenge

The Center for International Private Enterprise (CIPE) assembled Romanian business coalitions to promote the passage of laws that would ensure public input in government, freedom of information, fiscal accountability, and transparency. The coalitions also advocated for the creation of specific laws that would nurture markets in the tourism, technology, and light manufacturing sectors, as well as the elimination of bureaucratic restrictions on entrepreneurship.

Initiative

The Open Doors Advocacy Campaign was created to coordinate grassroots coalitions representing three economic sectors, which compiled their policy recommendations into a single business agenda. The coalitions launched a national advocacy tour of ten cities throughout Romania to create support for their agenda and expose 1,000 business leaders to advocacy concepts. They followed up with Advocacy Days, during which 300 participants from the business community had the opportunity to meet with government officials and attend public hearings.

This program was funded by USAID



Romania: Open Doors campaign stop in Iasi, Romania.

Impact

- Created an estimated 2,850 jobs and over \$10 million in economic growth from 2002 to 2003. In the IT sector alone, 1,500 jobs were created.
- Business coalition advocacy led to the passage of a freedom of information act.
- Bureaucratic red tape was reduced through the implementation of ministerial initiatives.
- Romania's Labor Code was updated.
- Wages rose in the information industry by 38 percent, in tourism by 28 percent, and in light manufacturing by 18 percent from 2002 to 2003.



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Promoting Access to Credit in Rural Russia

Program Leads to Promulgation of Rural Credit Cooperatives 1998-2004

Challenge

The Krasnodar region of Russia has dark, loamy soil of the type often identified with southern Illinois. Yet in 1998, local farmers produced only 50 bushels of corn per hectare. Fertilizer, hybrid seed, and the proper equipment for weed control were all available, as was market demand. According to Fred Smith of ADCI/VOCA, the only real constraint was that “There was just no working capital in the system and no way for farmers to finance improvements.”

Initiative

ACDI/VOCA formulated an ambitious plan for Russian rural credit, implemented through the Mobilizing Agricultural Credit (MAC) program. Partnering with the Rural Credit Cooperation Development Foundation (RCCDF), a Russian organization, ACDI/VOCA established a self-sustaining loan fund for financing farm credit cooperatives and created a network of member-owned and -managed financial institutions. ACDI/VOCA also worked to improve the legal and regulatory environment for the cooperatives.

ACDI/VOCA oversaw the use of funds, promoted sound lending policies and procedures, and provided training and technical assistance to the nascent rural credit cooperatives and RCCDF. The image of farmers as borrowers has changed nationally, as farmers can and will borrow and repay loans at market rates.



Russia: According to Ray Lewman, deputy director, Office of Economic Growth at USAID/Moscow, the MAC program was “one of the mission’s most successful.”

Impact

- In six years, the central loan fund grew from \$6 million of starting capital to \$10 million of equity, providing over \$38 million in loans to rural credit cooperatives.
- More than 47 accredited rural credit cooperatives in Russia with 13,500 borrowing members (in 2004) represented the best – or only – access to financing available to many rural customers.
- ACDI/VOCA and RCCDF advocacy led to the passage of the first reading of the Law on Credit Cooperation and amendments to the Law on Agricultural Cooperatives, making possible a 12-fold increase in the number of rural credit cooperatives between 1998 and 2004.

This program was funded by USAID and received loan capital from USDA



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Democratic Input on Economic Policy

Improving Russia's Small Business Environment, 2002-2008

Challenge

One of the key challenges of Russia's extended economic transition has been the development of a strong small and medium-sized enterprise (SME) sector. The Center for International Private Enterprise (CIPE) has long recognized that in order to invigorate Russia's SME environment, the business community needs to find its voice to influence policies at the local and national levels. Across Russia's regions, advocates for business have taken on the priorities of fighting corruption, reducing administrative barriers to doing business, and improving access to credit.

Initiative

CIPE organized grassroots coalitions of business organizations in 17 Russian regions (as of May 2008) to improve the small business environment. These coalitions created regional business agendas – modeled after the U.S. Chamber of Commerce's National Business Agenda – to articulate private sector priorities and mobilize the business community. In response to the agendas, legislative and regulatory reforms have protected entrepreneurs' rights, streamlined registration and licensing, and curtailed arbitrary inspections.

This program was funded by USAID



Russia: Representatives of CIPE partners the Perm coalition and the Altai coalition. The T-shirt reads "Bribes Are for Dummies."

Impact

- 44 of 94 regional legislative recommendations adopted
- Over 800 conflicts resolved between businesses and inspectors in the Krasnodar region
- 667 out of 2,500 businesses saved from demolition by the city administration in Nizhniy Novgorod
- "Single window" system implemented in four regions to speed review of business registrations and transactions
- National law passed in support of SME development and the right of business organizations to advocate



Center for International Private Enterprise



Community Revitalization *through* Democratic Action in Serbia, 2001-2007

Challenge

In 2001, USAID launched the Community Revitalization through Democratic Action (CRDA) program to assist the people and government of Serbia address the numerous social and economic problems inherited from the Milosevic regime. An additional challenge was preparing for European integration. Assistance was needed to strengthen still fragile democratic processes, revitalize the ruined economy, stimulate the nascent private sector, and increase public transparency and accountability.

Initiative

From 2001-2007, ADF implemented the CRDA program in 26 municipalities in Vojvodina and Eastern Serbia, helping citizens in 175 communities to organize community and cluster committees and then built the capacity of their 4,396 members. ADF/CRDA organized 400 open citizen meetings to build trust and cooperation between citizens and government. These groups identified local priorities and implemented 1,035 civic and economic initiatives, benefiting 1.3 million citizens in diverse economic sectors.

ADF/CRDA advanced local economic development by helping establish over 90 modern agricultural cooperatives and associations and facilitating access to Serbia's financial institutions.

This program was funded by USAID



Serbia: Community mobilization meeting, 2007

Impact

- Local governments became more responsive to the needs of communities through the establishment of municipal assistance centers in 15 municipalities and citizen oversight of budget hearings in 13 municipalities.
- The reconstruction of public and economic infrastructure was boosted by more than \$30 million in matching resources leveraged to supplement USAID. Schools, health clinics, community centers, and recreational areas were reconstructed and equipped. Roads, power and water supply networks, and communal waste facilities were improved.
- A total of 128,975 person months of employment was recorded as a result of CRDA activities. SMEs, agricultural co-ops, and entrepreneurs improved production, increased exports, and created jobs as a result of accessing \$6.7 million in loans from Serbian financial institutions.



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Revitalizing Serbia through Democratic Action

Communities Come Together to Aid Transition

2001-2007

Challenge

After the governmental transition of 2001, Serbia was faced with overcoming years of violence and ethnic tension to create a prosperous, democratic society. Following international sanctions and significant macroeconomic changes in the former Yugoslavia, the economy needed to be stabilized and stimulated to create jobs for large numbers of unemployed and underemployed people. In particular, youth saw few opportunities in their future. For the fledgling democratic movement to succeed, citizens needed to broadly adopt the principles and practice of self-government.

Initiative

The Community Revitalization through Democratic Action (CRDA) program was designed to help heal Serbia's wounds and rebuild society. ACDI/VOCA and its partners, Overseas Strategic Consulting, Ltd., and the Urban Institute, created and strengthened 77 community boards that designed and implemented local development projects. The 906 elected board members included over 350 women and 49 refugees. In addition, there were 1,000 working groups staffed by over 6,000 volunteers.

CRDA projects facilitated citizen participation in decision-making while strengthening linkages across communities and promoting reconciliation among ethnic and religious groups.



Serbia: Community participation in decision-making is helping create opportunities for the next generation.

Impact

- 2,260 new jobs created through 1,419 microgrants for local unemployed internally displaced people and refugees
- 15 marketplaces renovated or repaired
- 25 schools reconstructed
- More than 260,000 people received water services
- 28,000 people received improved electrical services
- 880,000 people benefited from improved health services

This program was funded by USAID



Budget Reform in Ukraine

Increasing Citizen Involvement and Fiscal Responsibility 2005-2008

Challenge

Since gaining independence in 1991, Ukraine has steadily transitioned to a fully democratic system of government and a free-market economy. Frequent changes of government leadership and a centralized, top-down system of government have prevented Ukraine from delivering on the promises of democratic reform. The challenge for Ukraine is to stabilize the political situation by building sustainable democratic institutions that are transparent and accountable to citizens, making room for decentralized local government and economic development.

Initiative

Through the Municipal Budget Reform Project (MBR), the Research Triangle Institute (RTI) builds on a decade of work in Ukraine to provide legislative and policy support to Parliament; analyze and monitor the fiscal impact of legislation on local budgets; and build the capacity of key ministries in budget program monitoring and evaluation, performance program budgeting (PPB) implementation, macroeconomic forecasting, and strategic budget planning.

At the local level, the program delivers training and technical assistance in implementing PPB, develops and supports a PPB budget software tool, and institutionalizes citizen participation through public budget hearings and public awareness campaigns.



Ukraine: The Financial and Economic Forum in Kyiv, organized by the Institute for Budgetary and Socio-Economic Research (IBSER), with support from the Municipal Budget Reform (MBR) Project.

Impact

- 85 Ukrainian municipalities developed budgets in PPB format and had them approved by their city councils.
- Medium-term budgeting, the monitoring and evaluation of budget program performance, and the phased introduction of PPB at the local level have been adopted into key national legislation.
- PPB will be implemented in four pilot oblasts by the Institute for Budgetary and Socio-Economic Research, a Ukrainian organization created from the MBR Project, by order of Ukraine's Cabinet of Ministers.

This program was funded by USAID



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May 2008

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